

# **Digital Curation Research Paper**

**Information Dominance - Study on potential for U.S. Army to share  
historical information with online audiences.**

by

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## **Abstract**

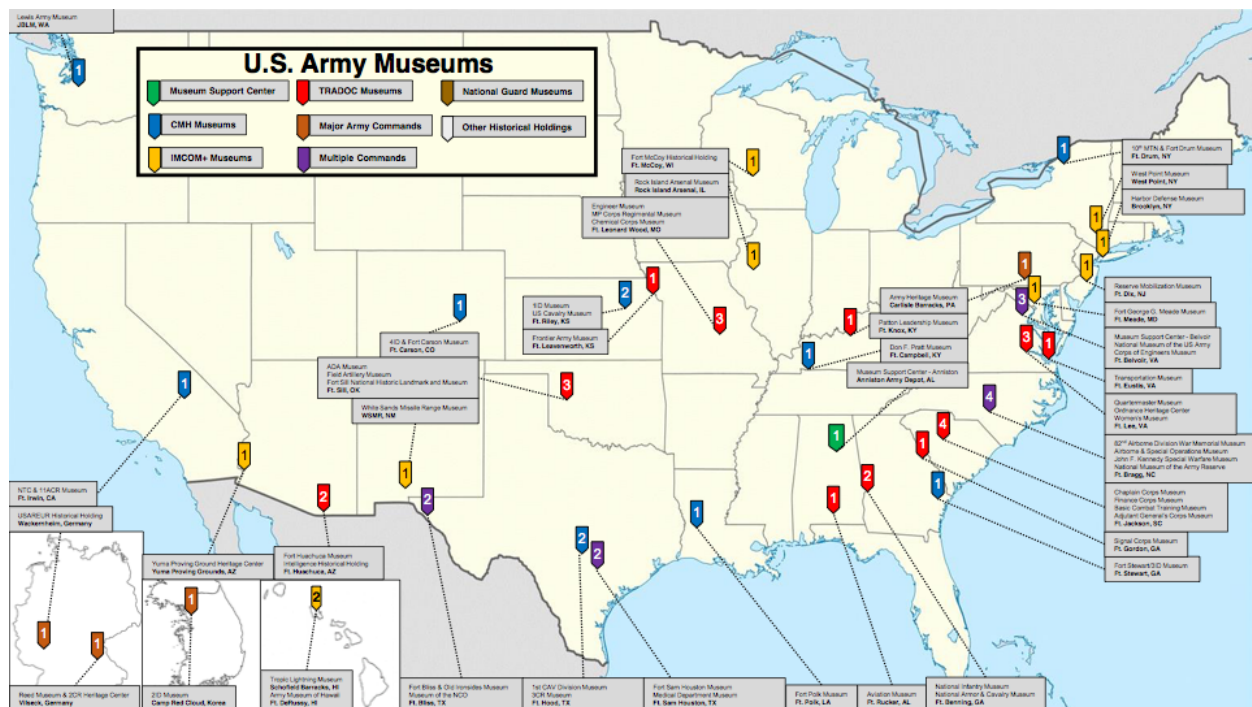
This paper explores why the U.S. Army Center for Military History does not currently share its extensive museum collection online. It considers the regulatory, policy and legal issues that are commonly seen as limiting the sharing of this information, highlighting where these issues both support and limit online collection sharing. The paper also includes a small survey of current Army museum professionals' views of the challenges and value in sharing the Army collection online. It concludes by making some recommendations on how the Center for Military History could begin to move into the digital future and what potential partners it could leverage to assist in the process.

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## Introduction

As Army Chief of Staff Eric Shinseki said in his retirement speech, “*The Army’s long history is, in so many ways, also the history of our nation,...*” (Shinseki, 11 June 2003). Founded in June 1775, the Army is the oldest and largest of the branches of the U.S. Military. The U.S. Army’s history is rich, complex and therefore of interest to a variety of audiences. The Army is imbued with a long tradition of using history and museum collections as part of their institutional educational efforts for researchers both within and outside the Army. In fact, the U.S. Army Center of Military History (CMH) manages a system of 59 Army museums and 176 other holdings, encompassing over 500,000 artifacts and over 15,000 works of military art (CMH, 7 May 2015).



These collections exist to help tell the U.S. Army story, connect the soldiers of today with their lineage, and to honor those who helped build a foundational element of the U.S. nation-state. It is clear that these collections are in demand as the National Infantry Museum in Georgia has just been ranked as the Best Free Museum in a recent

USA Today readers poll (USA Today, n.d.). The challenge lies in that most of these objects and the supporting archives remain trapped in the digital past, not having benefited from the advances in digital technology to allow access outside of local, physical museums and displays.

The soldiers of today represent the society from which they are drawn and as such, they expect to find data online. Simultaneously, the U.S. Army continues to encourage and promote the study of history through branch, installation, and unit specific museums, but as with much historical education today these connections with the history remain tenuous. A soldier's ability to see, connect with or learn from these objects is lost as she or he routinely transfers between different installations and into different occupations. The same can be said for a soldier's ability to understand and connect with their unit's history, many having been stationed in various places through their history, for example the 10th Mountain Division was established and has deep historical roots in Colorado, yet the modern incarnation of the Division (and its historical museum collection) is housed in upstate New York. Due to the lack of online collections, soldiers or veterans can't readily research or even reference a historical object which is often located away from the establishing locations, thereby weakening the historical connections the Army is endeavoring to build. The challenge only increases for civilian historical researchers as many of these collections are held on restricted and geographically dispersed military installations far from their reach.

Just as the Army collection is topically diverse and geographically dispersed, the Department of the Army's (DA) information infrastructure has a broad focus with a primary emphasis on the issues of today rather than to support historical research. The

criticality of security demands for the overall network make security and protection paramount. In fact, the DA network is under constant digital assault be it foreign entities (BBC, 8 June 2015), financially motivated hackers, or even insider threats. These threats however real, shouldn't adversely limit access to the Army's historical information holdings. In fact, museums not associated with the military are also subject to the same threats as the Ashmolean Museum in Oxford, England, learned in 2014 (Kendall, 25 June 2014), when the personal details of over 7,000s visitor was stolen via a website hack. The American Association of Museums, Center for the Future of Museums even raised the need for a balance between access and security for museum information systems in 2013 (Merritt, 19 November 2013). It is clear that museums' digital information is not only of value for the general public, but also a target to those who wish to visit harm upon the ideals the information represents. Civilian museums have found a way to balance the need for public access with network security and so must the U.S. Army. In an effort to better understand how U.S. Army museums can balance the need for public access and information security, I look here at how the U.S. Army currently views and provides access to the existing unclassified historical information held within the U.S. Army museum. My primary research question is -

- How has the official Department of Army (DA) Information Technology policy impacted the ability of CMH or other official historical entities (i.e. libraries and archives) to share U.S. Army history with online audiences?
  - What policies (implicit or explicit) exist for the sharing of digital historical info outside of official DoD channels?

- What factors, such as policies, resources, external influences, etc., account for the successful sharing of digital collection information (or, conversely, have impeded the successful sharing of digital collection information)?
- What methods and platforms have Department of the Army museums and archives used (successfully and/or unsuccessfully) to share digital collection information?

With the on-going development of the National Museum of the U.S. Army it will be critical that the larger CMH be positioned to leverage the overall visitor interest this state of the art facility will generate for U.S. Army military history. With digital offerings, the CMH can continue engagement and access to the U.S. Army history well past the visit to its new flagship museum. It is the hope that this paper will provide insight and new information that enables increased digital access to the history of the U.S. Army in conjunction with the opening of the new national museum. With some forethought, the Army can learn from and leverage the work of both Department of Defense (DoD) and non-DoD organizations like the Digital Public Library of America and the Smithsonian which have already partnered with numerous federal and state agencies to enable access to nationally significant collections. Fellow executive branch agencies such as the National Archives and Records Administration and the Smithsonian have seen the value in increasing online access to their collections. The U.S. Army has the material and opportunity to expand online access, which supports the existing mandate and intent to *“Promote the use of Army material culture and art in training, research, and the teaching of military history.”* (AR 870-20, pg. 1).

The research of this topic was conducted in two phases. The first phase was a review of the existing policy environment in which the Army Museum Enterprise (AME) operates and within which its information is stored. The review was supported by analysis of external literature looking at the value and challenges that organizations such as universities, other governmental agencies, and non-profits face in sharing organizational data with an online public.

The second phase of the study was a 10 question survey (Appendix A) distributed to the AME which explored the field's view of the benefits and challenges the AME would see should they make their collection database accessible online. The research work and initial survey responses were expanded on through focused unstructured interviews with a variety of Army professionals associated with various aspects of the question. The individual interviews provide direct insight from current practitioners in the field to the challenges and benefits any CMH effort may have.

### **Current State of U.S. Army online collections and access**

In my informal review of Army Museums' online presence, I determined that U.S. Army museums themselves are minimally represented via official DoD/U.S. Army webpages with most having a single general overview page listing basic visitor information. While some of the larger museums, such as Airborne and Special Operations Museum or the National Infantry Museum and Soldier Center, have fairly developed external webpages hosted by a non-governmental support organization (i.e. foundation or friend's group) this is clearly not the norm. Even these externally hosted pages only highlight past/current exhibits and programs with no direct collection access. The one



exception to this review is the Army Heritage and Education Center (AHEC) which is a unique entity within the Army Historical Enterprise.

AHEC is part of the Army War College, which greatly enables academic researchers through the provision of curated digital access to their various online collections. Army Regulation (AR) 870-5 gives AHEC the following role: *“...AHEC educates the Army and the public on the central role of the Army in the growth, development, and protection of the Nation and its way of life. Furthermore, the AHEC supports the U.S. Army War College (USAWC) education, research, publication, and strategic communication missions through its public programs, historical holdings, and preservation practices. The AHEC staff, with the assistance of new technologies, makes its substantial bibliographic and reference resources available to public and private researchers and supports military history education throughout the Army.”* (AR 870-5, Section 1-4, n.(2).)

Due to this policy, AHEC currently offers the sole online collection offered by the U.S. Army historical enterprise. AHEC uses the academic research catalogue system, Summon, to provide access to its digital catalogue and although the catalogue is heavy in archival material it also includes limited artifact and art catalogues for AHEC holdings. Although a glimmer of hope, these offerings remain severely limited, with only four artifact records in the system and 239 art objects from 3 separate collections. For example, even here the use of images are limited since the provided images are covered by a protective AHEC watermark. In fact, AHEC even directs customers to a copyright page despite the fact that many of their holdings are government documents which should not be copyrighted and fall clearly in the Public Domain (Copyright Law of the United States of America, 1976). AHEC may serve as an example for future public ac-

cess, but the limited amount of the collection and copyright limitation still requires significant development.

Despite the AHEC example, one of the greatest commonalities across the Army museum enterprise is the lack of any online collection database or object information. It is not that these museums don't see the value of sharing their collections online as many highlight objects on their individual Facebook pages, or via simple webpage "collection highlight" sections sharing simple object or exhibit photos. However, even Facebook participation is generally focused on marketing information such as open/closing times, upcoming events, or simple historical highlights, with little emphasis on sharing their unique collections other than through basic photographs. The first question becomes does the collection data not exist?

In fact, the data does exist, as the CMH internally hosts and maintains the Army Historical Collection Accountability System (AHCAS). AHCAS is an Army proprietary inventory/collection management system. As an interesting indicator for potential support to future sharing as the various geographically dispersed museums were recently granted access to view the full Army collection, which had previously been limited to only the primary CMH staff. Unfortunately, the improved access has served to highlight the impact of years of Army downsizing and a lack of central CMH control on the Army museum record keeping and data practices (Bowery, 2016). It was recently announced during the CMH Museum Directors Course that 2017 would be a focus year to improve overall collection data. It may be more important to consider, however, why this information was not shared prior? Does it contain classified or operational information; does Museum policy discourage sharing of the information, or is it something else?

In reviewing the history of AHCAS and its predecessor systems the challenge does not appear to be system limitations, but instead a function of the organic growth of the AME over time combined with the limited control CMH headquarters had to apply policy standards. As the survey respondents indicated it is unclear if AHCAS would be a viable option for any effort in public access. As an internally built Army system, it feels and acts much more like a traditional Army inventory system as opposed to a more robust fully developed Collection Management System. Currently, the system provides a general mechanism for capturing basic data about objects, but quality, presentable photographs and ability to add information providing context are largely absent from the existing system. Regardless of the state of the system it is clear that the Army has some of the data and a nascent system with the basic required data to begin development of a collection sharing database. The next question is if the Army's existing regulations for museum collections supports public sharing of this information.

Army Regulation 870-20, clearly places public access at the forefront of CMH's remit by stating: *"Army museums, museum activities, and historical collections preserve a portion of the material culture of the United States in accordance with Federal law. These artifacts and works of art belong to the people of the United States, and are used to interpret the Army's history for the purpose of military training, education, and research. As a side benefit, Army museums foster morale and esprit de corps, and contribute to informing the American people about the Army's service to the nation."* (AR 870-20, Chapter 3, Section 2.a.). This regulation is currently in draft for a major revision since it was last published in 1993 and all indications are that it will heavily leverage the current museum standard as articulated by the professional bodies such as the Ameri-

can Association of Museums. Due to its current publication date there is no clear emphasis to online sharing or the new information environment, but this is not the case with the regulation for the entire Army Historical Program, AR 870-5, which was published in 2007. In chapter 4-11, this regulation directs the CMH to both: *“Maintains a public Web site (www.army.mil/cmh) to establish a global forum for the distribution of historical information and products to inform the public and to educate and professionally develop the soldiers, civilians, and leadership of the U.S. Army.”* and requires that CMH *“Operates a digitization program that is designed to digitally preserve and electronically disseminate Army record materials for use in the Army historical community. Digitally preserved documents must be in formats that conform to DOD and Army records management standards, [found in Army Regulation 25–400–2].”*

What is evidenced by this is that philosophically, the Army regulation does see both a need and a requirement to share its historical collections. Yet to date, it has not developed the process or systems to delivery these results across the enterprise. With this in mind, it is important to understand both the governmental challenges and the complex environment that the Army Museum enterprise must navigate to meet the expected public transparency.

## **General Literature Review**

The value and philosophical basis for placing collection information online has been closely examined, such as the review the San Francisco Museum of Modern Art shared in their blog “How Do Institutional Philosophies Manifest In Online Collections?” (Winesmith & Grant, September 2014). More specifically, Mette Skov in his research: “Hobby-Related Information-Seeking Behavior Of Highly Dedicated Online

Museum Visitors”, used the National Museum of Military History in Copenhagen, Denmark as a study platform, which provides specific validation of the interest of online users in military history topics (Skov, 4 December, 2014). The general challenge between information security and access to public information has been debated and studied in some detail as well. For example, Ted Smith, a reference librarian at the University of Oregon, highlights the challenge that librarians face in gaining and maintaining access to government information in his work - “Security Vs. Freedom Of Information: An Enduring Conflict In Federal Information Policy”, which includes the telling statement; “The same technology that we rely on to enhance our access to information has increased the difficulties in balancing these conflicting values [of security and access].” (Smith, pg. 5). What is more interesting and potentially applicable to the CMH issues are the challenges museums face institutionally when they begin to enable large-scale public access to their collection information.

CMH, as a cultural heritage organization and federal governmental entity will need to address several challenges if they hope to make their collection digitally accessible. Fortunately this area has been explored in the professional literature. For example, Fiona Cameron and Sarah Mengler’s article, Complexity, Trans-Disciplinarily And Museum Collections Documentation Emergent Metaphors For A Complex World in the Journal of Material Culture (Volume 14-2) provides some interesting challenges that CMH may face. The article’s opening example even shares a topical similarity to CMH, as it discusses the public reaction to an exhibit at the Canadian War Museum. Overall, the article goes on to highlight that collection access creates inherent complexity for museums as their collection begins to be contextualized outside the careful controlled

curatorial discussion and collection's record. As the authors state *"As this museum order is presented via the internet and is increasingly exposed to the forces of mobile and complex worlds of cultural flows and fluids, there is sometimes a clash between museum and other representational interfaces existent in public culture."* (Cameron and Menger, pg 197). The article reviews several international museum's experiences with public access via Web 2.0 platforms and the attendant impacts. Most notably, the experts and the visiting public had different perspectives and views of objects.

I think this could clearly manifest itself in the CMH collection, such as the application of technical military jargon to objects when compared to general public search terms. For example, a general visitor (as opposed to someone deeply immersed in military specifics) might select a simple search term like gun, but the existing systems includes labels that would yield machine gun, submachine gun, and gun-howitzer (commonly seen as a cannon), while not including labels such as musket, rifle, carbine, etc. The article also captured how this factor, along with general increased visibility led to another challenge, which is the increase in inquiries based on increased access. For CMH, this could be significant as they are already operating with a minimal staff at most locations which was also alluded to by the survey respondents concern for staffing levels (see Appendix B). The article's final challenge is the need for the staff to understand that online sharing will likely force them to share expertise with external partners. Interestingly, despite the near term challenges of staff relinquishing some level of control and need to develop an alternative means of establishing expertise, I see this as a potential solution to the previous challenge expressed in having limited formal staff. Those visitors with established expertise can become surrogates in assisting the museum in edu-

cating the casual visitor, either through provision of research background or in-depth knowledge on a topic that the AME does not have resident as two examples. The impact on information control is manifested in other ways as well.

The potential impact on the duties, requirements and training of staff will be a challenge, but another impact may be to the benefit of the overall AME. The article, Objects, Subjects, Bits And Bytes: Learning From The Digital Collections Of The National Museums (Bayne, 2009), highlights how digitization of collections shifts the educational focus from a study of a thing to enabling a learner, which would be inline with the new strategic vision of the AME (Bowery, 2016). I think CMH's primary audience and educational remit are captured in the authors statement: "*Instantaneousness of access and flexibility of usage of the object are essential in this mode; the authenticity of the original artifact and the conventional institutional apparatuses which guarantee its value become matters of mere secondary concern to the user.*" (Bayne, 111).

As we have discussed with digitization of the collection, the Soldier or Civilian audience will be less concerned about which element of the AME holds a specific objects, but could make a connection to their interest regardless of physical proximity. With the inherent mobility of the military work force and the changing connections to the various historical entities (unit, branch, service) the ability for them to stay connected via access to digital surrogates is critical to enabling the Army Historical education efforts. Rightly, the authors highlight the additional benefits and challenges this can bring through uncontrolled copying, re-use, and appropriation (Bayne, 112). While challenging to the museum historical norm, it would be in line with the culture of the military which prides itself on sharing of lessons and good examples. Additionally, the article

also captures how this will be beneficial to this generation of learners and beyond, who are inherently comfortable online (Bayne, 116). Overall, this article would indicate that a shift to online collection would be both in line with the Army Historical Enterprise's strategic vision and with the needs of current target audience. The audience needs are not the only issue of concern for CMH, however, as balancing public access with overall information security requirements of the larger U.S. Army and DoD information technology infrastructure is also necessary.

There are several interesting research papers that highlight the need for a synergy between an organization's strategic information plan and its information security policy. Researchers Neil Doherty and Heather Fulford clearly lay out the challenge: *"Indeed, it is often contended that information is now analogous to an organization's lifeblood: should the flow of information become seriously restricted or compromised then the organization may wither and die. However, if applied effectively as a strategic resource, information investments can result in the realization of significant corporate benefits."* (Doherty, 29 September 2005). As they go on to explain, organizations often limit the overall effectiveness of the information strategy when execution is at odds with the organizational security policies. They argue that there is a need across the field to balance information needs and security in a practical way.

CMH reflects this challenge in that CMH's strategic information requirements for public access are clearly at odds with larger security policies of the U.S. Army. This article highlights that CMH needs to define its strategic information plan and then work to identify solutions and means to adapt or change the existing security policies to meet the overall strategic plan. Interestingly, I found this challenge common across the digital



world. For instance, colleges and universities are another type of organization sharing this challenge. As with the Army, many university policies focus on technical or physical issues, while neglecting the personnel or organizational requirements (Doherty, 2009). Overall, it is clear that a deliberate and informed balance needs to be struck between the information use policy and the information security policy. So where is this synergy happening? Interestingly there are several areas in the federal government that are tackling these challenges.

One area where the public sharing of large amounts of public data is really being tested and developed is the realm of technical research data. In fact, as far back as 2013, there was a Presidential Directive directed at this issue. The directive, “Increasing Access To The Results Of Federally Funded Scientific Research” although not targeted at cultural resources, provides insight on how the current administration views the public right to access federal government data and an emphasis on digital sharing (Holdren, 22 February 2013). This directive touches on numerous issues CMH would have to address in sharing its collection, in terms of access, creation of metadata, and preservation, but it also provides room for innovative thinking through encouraging use of public/private partnerships and customer engagement. CMH even has additional guidance in this regard as the directive mandated development of individual agency plans. The Department of Defense published its implementation plan to provide access to federally funded research data in February 2015, which includes a phased implementation over five years (DoD, February 2015). An additional example, more applicable to cultural heritage where the balance between information technology planning and information security policy is being tested is the Smithsonian Institute. The Smithsonian

has clearly leveraged the lessons pressed by Doherty and Fulford, since their overall Information Technology Plan includes a full chapter on the IT enterprise security program. (Office of Chief Information Officer, n.d.).

In summary, the open literature presents a clear picture that policies pertaining to use, access and control are factors that many organizations have had to address in making their collections accessible. The open literature also presents some excellent cases for review should the Army consider moving ahead with online collections accessibility. In the end, however, the U.S. Army exists within a unique regulatory environment of the Department of the Defense, so without looking at the regulations focused on museums, information, and security we can't truly see where the challenges are impacting the U.S. Army's ability in to make collection data accessible.

## **Regulatory Review**

The regulatory environment in which the AME operates is far broader than the few Army Museum regulations. In fact, Army Regulation 870-20 on museums, clearly states CMH is beholden to Federal law, so which laws should be considered?

The U.S. Code on Public Printing and Documents (2006) defines a federal record as one that *"includes all recorded information, regardless of form or characteristics, made or received by a Federal agency under Federal law or in connection with the transaction of public business and preserved or appropriate for preservation by that agency or its legitimate successor as evidence of the organization, functions, policies, decisions, procedures, operations, or other activities of the United States Government or because of the informational value of data in them; and for the Federal government"* (Public Printing and Documents, 2006 - Section 1.A.). There is however

an important caveat within the law that may apply in CMH's case, which states that it would not include *"library and museum material made or acquired and preserved solely for reference or exhibition purposes;..."* (Public Printing and Documents, 2006 - Section 1.B).

My assessment is that the simple act of acquisition by CMH for inclusion in the U.S. Army Historical Record would meet the requirements of this exception. Interestingly, even here the law implies the exception with the expectation that the it will be shared for research or via exhibition, therefore only increasing the requirement for public access. But what if we take the conservative view that the information should be considered a formal Federal record - what then? Mr. Heaton, the Director of the Intelligence and Security Command FOIA Office, stated in an interview that while the physical museum objects would not be covered under the auspices of FOIA, since clearly they couldn't be defined as records, the associated documentary records of the object would be covered by Freedom of Information Act (FOIA) (personal communications, 02 November 2016). I think this begins to highlight why the library/museum exception found in US Code - Public Printing and Documents (2006) was crafted initially, as connecting an object to its historical context is critical for a museum object, therefore the record exists fundamentally to support the object itself. Without this exemption, any museum object would then fall indirectly under FOIA. But, even if we were to accept that the information is a Federal Record and it would clearly fall under the auspices of FOIA, how would the application of FOIA impact the ability to share the Army museum collection online?

The 1966 Freedom of Information Act was created to provide for public access to Federal Records. It also established nine exemptions where the information could be reasonably withheld. Of the nine exemptions, the three, which most likely could be applied to CMH collection information are Exemption 1 - Information that is classified to protect national security; Exemption 2 - Information that is prohibited from disclosure by another federal law; Exemption 6 - Information that, if disclosed, would invade another individual's personal privacy. Although we will look at each of these exemptions in turn to determine how they could apply if at all, it is first important to address the major changes recently made to FOIA.

In June of 2016, President Obama signed the FOIA Improvement Act, which serves as an attempt to bring FOIA into the information age. Fundamentally, the new law changes the FOIA paradigm from one of limited release to presumption of release. Two specific elements of the law are of interest to this topic. First, the new law amended Section 3102 of the Federal Records Act (2012) to include a requirement that agencies establish *"procedures for identifying records of general interest or use to the public that are appropriate for public disclosure, and for posting such records in a publicly accessible electronic format."* (Department of Justice, 17 August 2016). Again when reviewed in conjunction with the purpose of CMH collections, it is clear that AME data is destined for public disclosure and should therefore be made accessible without FOIA limitations.

The other aspect of the new law is in the area of disclosure requirements. Here the law requires that decision to withhold information under FOIA *"only if the agency reasonably foresees that disclosure would harm an interest protected by an exemption"*

or “*disclosure is prohibited by law.*” (Department of Justice, 17 August 2016).. Further, if information is requested and released three or more times, agencies are now required to “*make [it] available for public inspection in an electronic format,...*” (Department of Justice, 17 August 2016). Mr. Heaton highlighted how the Army is already addressing this requirement (Personal Interview, 02 November 2016). The Army FOIA office, hosts a publicly accessible page - [FOIA Reading Room](#), where information that meets this requirement is posted for unlimited public access and any future queries are simply directed to the page to speed FOIA response times. The FOIA reading room presents an option for CMH to study in any future effort to develop a publicly accessible collections database. Clearly with the changes to FOIA based on the 2016 law, any attempt to use FOIA exemptions as a rationale to restrict the sharing of CMH collection data would be difficult, but let us return to look at the potential exemptions from the original 1966 law.

The first exception is based on the national security classification of the information. Inherently some of the information created by the U.S. military is initially classified for a variety of national, operational or personal security reasons under both legal and policy directives. It is therefore likely that this will apply to some CMH holdings, and so Exemption 1 may have limited bearing. So how would CMH deal with any classified materials? Here we must review how information is classified and declassified by the U.S. government. As an element within the executive branch of the U.S. Government, the rules for classification are set by the President in an Executive Order. Federal classification standards are established primarily by Executive Order (E.O.)13526 - Classified National Security Information (2009), which generally defines what can be classified and how long it can be classified. Only one aspect of the E.O. 13526 (2009) really per-

tains to how military information of interest to CMH would become classified - *“military plans, weapons systems, or operations”*. Therefore if we generally accept that potential information of interest to CMH can be classified what would that require? Here it is important to understand that E.O. 13526 (2009) also establishes the current standard for declassification of information. As it stands currently, information should be automatically declassified between 10 and 25 years after creation depending on the type of information. Information can only remain classified after a formal review and deliberate decision by the original classifying authority. In fact, the Army has a specific office - the Army Declassification Activity, whose mission is *“... reviewing all 25-year old historical Army records for declassification, exemption, or referral to other federal agencies” to address this requirement.* (U.S. Army Records Management and Declassification Agency (n.d.). Even if CMH were to receive classified information, it is likely that most information prior to 1991 would meet the automatic declassification threshold to be considered by the Army Declassification Activity. So conservatively, over 216 years of U.S. Army historical material should not be concerned with classification.

The second exemption - Exemption 2, which states information that is prohibited from disclosure by another federal law can be exempted is any area of potentially broad impact, since it requires a review of several other laws. The common laws concerned are two - the Copyright Act, which was last amended in 2011; and the Privacy Act of 1974. The Copyright Act would have limited applicability as the U.S. Army is a Federal Organization, works created by it's employees in performance of their official duties are generally not subject to copyright protections ([USA.gov](http://USA.gov), n.d.).

The impact of the Privacy Act of 1974 applies to both exemption 2, and the exemption 6 - Information that, if disclosed, would invade another individual's personal privacy. The Privacy Act does not serve to protect the creator, but the subject of the work. The Privacy Act of 1974, “... *establishes a code of fair information practices that governs the collection, maintenance, use, and dissemination of information about individuals that is maintained in systems of records by federal agencies.*” (Department of Justice, 16 July 2015). In contrast to the previously discussed FOIA, which assumes the information should be released, the Privacy Act makes a presumption of security (i.e. prohibits disclosure).

The Privacy Act has a few critical caveats, first it cannot be applied to the deceased. In my interview, with Mr. Heaton, the Director of the Intelligence and Security Command FOIA Office, stated that the U.S. Army has established an assumption of individual death of a subject is 55 years from the date of the government record (personal interview, 02 November 2016). In quick review of this, generally an individual cannot join the Armed Forces prior to age 17, so with the additional of the 55 years an individual would be a minimum of 72 years old. Although standard application of Privacy Act increases the time period to 1961, this still provides the AME the ability to cover 186 years of U.S. Army history with no restrictions. So, although many people may live beyond this window, the Army has established a fairly conservative view.

Another consideration is that the individual may have waived their rights as part of a gift/donation agreement in acknowledging their gift may be publicly displayed with attribution to their service. In fact, like many museums, the Army has redrafted the AME gift agreement to better enable the capture of copyright. Finally, many aspects of an

individual's military record are already part of the public record, having been publicly published by the U.S. Army or other elements of the U.S. Government. For example, all the winners of the three major valorous awards, Medal of Honor, Distinguished Service Cross, or Silver Star are all publicly identified by full name on an official DoD website - <http://valor.defense.gov>. Additionally, the full individual award citations are published by the U.S. Army as a General Order, which is publicly available online. Finally, the Army could consider the application of two of the exemptions.

Exemption 2 of the Privacy Act - Required FOIA disclosure, actually circles back to our original FOIA discussion (Privacy Act, 1974). Here the Department of Justice Privacy Act Overview states, *"The net effect of the interaction between the two statutes is that where the FOIA requires disclosure, the Privacy Act will not stand in its way, but where the FOIA would permit withholding under an exemption, the Privacy Act makes such withholding mandatory upon the agency."* (Department of Justice, 16 July 2015). Although appearing to be circular in nature, it does appear that it gives some latitude to the U.S. Army in where to draw the application of individual privacy in this regard. The U.S. Army could use the second exemption to help clarify how it will address Privacy Act information systematically, allowing application of digital efforts vs human review. Exemption 3 of the Privacy Act - Routine Uses, established two bars for application: constructive notice and compatibility (Privacy Act, 1974).. First, CMH would have to identify what information it would routinely seek to publish in line with its mission. Compatibility would then be established through linking the mission to normal historical and government practices on information sharing. To formalize this the Army would need to publish



their intent to seek this routine use in the Federal Register for public review and comment before moving forward.

Although complex, this would establish a reasonable process while codifying the overall appreciation that the AME has for personal privacy, demonstrated in the fact that protection of donor information was one of the most common responses provided during the initial survey of what collection information should not be shared publicly (See Appendix B). So again, the overall impacts to the collection due to the Privacy Act are limited and there is even an option to further mitigate any potential impacts in synchronization with the development of any future online collection sharing platform.

In concluding this review of common Federal legal concerns, I feel comfortable stating that the common concerns in sharing U.S. Army collection information, be it the application of FOIA, classification issues, or the Privacy Act are minimal and can easily be addressed. Fundamentally, any information from prior to 1961 (55 years prior to meet U.S. Army current Privacy Act provisions) should be accessible, giving CMH over 186 years of historical material to work with.

The Army information is still subject to additional regulations pertaining to Information Technology and Records Management internal to the U.S. Army. Since we are discussing digital data, we will cover Army Regulation 25-1 - Army Information Technology dated 25 June 2013, dealing both with Network Command (NETCOM) and Army General Staff element responsible for Communications (G6). For the public release of the Army records we will also need to review Army Regulation 360-1 - The Army Public Affair Program, dated 15 September 2000 with is under the purview of the Office of the Chief of Public Affairs (OCPA). Finally, we previously identified in the foundation Regu-

lation AR 870-5, Chapter 4-11 that the overall Army Records Management Information System (AR 25-400-2, dated 02 October 2007) pertains to CMH records as a U.S. Army record and establishes the remit for the Records Management and Declassification Agency (RMDA).

To establish a foundation we'll first review the Army Information Technology regulation (AR 25-1), which is foundational to any digital data effort. Interestingly it makes no specific reference to any of the Army Historical Regulations, yet there are hidden references to historically significant records (AR 25-1, Chapter 5-3.a(1), 25 June 2013) and the future requirements of historians (AR 25-1 Chapter 5-4.f(2), 25 June 2013). The regulation itself *"... is structured according to five disciplines. Army information technology management; Web site management; information and security management; enterprise architecture (EA) standards and certifications; and installation information technology services and support."* (AR 25-1, Section 1-5, 25 June 2013). Despite the lack of addressing historical records specifically the overall regulation would still impact any CMH effort to engage with the public. It clearly establishes in Section 1-6.b that Army information is a resource that should be shared appropriately and calls for the careful planning and management for use of this critical resource (AR 25-1, 25 June 2013). In doing so, the Army executes the call we saw in some of the non-government literature for the deliberate management of information resources across an organization.

The regulation recognizes the general public as an Army information consumer (AR 25-1, section 1-7, 25 June 2013). The regulation also charges Principal Officials in the Department of the Army with management of the Digital Lifecycle - *"Manage and*

*oversee the records of respective functional areas to appropriately secure, maintain, and preserve them throughout their life cycle ...*” (AR 25-1, Section 2-4.b, 25 June 2013). In fact, the key Department of the Army Principal Official charged with managing the Army Information Management System is the same official who oversees CMH: the Administrative Assistant to the Secretary of the Army (AASA), which has the potential to be a bureaucratic benefit to CMH’s effort to establish a public facing collection.

Along with the digital life cycle, the regulation also directs the use of approved U.S. Army data standards to support life cycle management (AR 25-1, Section 5-2.b, 25 June 2013). Although this paper will not explore the technical aspects of data standards, the regulation provided an excellent jumping off point to determine if the existing data standards would support sharing AME artifact with external parties, such as cultural heritage data aggregators. In the section pertaining to website management, the regulation establishes two major types of public websites - restricted and unrestricted. For the sharing of collection information, any website would ideally be developed to be unrestricted, which is defined as: “... *intended to be accessible from the Internet to anyone and authentication is not required for access,...*” (AR 25-1, Section 4-1(6), 25 June 2013).

Overall, the regulation provides the ability for CMH to make its data accessible and ensure the system operates within the previous identified legal requirement of FOIA, PII and National Security laws. It also requires OCPA to “*Establish policy for oversight and management of content on Army public Web sites.*” (AR 25-1, 2-10.b, 25 June 2013), which is why we explore the Public Affairs regulation next.

Again nowhere in the Public Affairs regulation, is historical or museum information specifically addressed. Again the date of the regulation also indicates why it makes limited comment on digital data, despite the requirement for a website specific policy mentioned above. Despite these limitation and since the goal is to make the collection information public, an interesting subtle note is found in the Public Affair regulation: section 13-4 pertaining to the release of photographs and videos and clearly states: *“Historical and documentary photographs are not a function of [Public Affairs]”*. (AR 360-1, 15 September 2000). We can take this further if we review the regulation under a broader scope, as Section 5-5 indicates that if information would be released under FOIA, then it should be released to ensure timely access by the public (AR 360-1, 15 September 2000). Again, I think the regulation provides the latitude CMH needs to share collection information publicly. Finally, this regulation also leads back to overall records management, which is found in Army Records Management Information System (AR 25-400-2, dated 02 October 2007).

AR 25-400-2 is referenced in the AR 870-5, but again the reverse doesn't hold true as there is no formal reference to historical information. There is yet again a significant hidden reference included. In Table 5-1, it includes Historical Activities as a category, even listing AR 870-5 as the prescribing directive. Additionally, it indicates the Privacy Act is not applicable to these records. Overall, the principal purpose of this regulation is to establish data standards for long-term storage and retention of all types of Army record data. The regulation does not address the need or means for public access to records directly. The major factor CMH should consider is partnering with the Records Management and Declassification Agency (RMDA) to establish information

standards for future archival records during the initial ingestion or digitization of materials. As with the previous regulations, the Army Records Management Information Systems regulation establishes some boundaries, but does not prohibit public access to museum collection information.

Despite the numerous and dated cross-references, there remains no clear prohibition to sharing AME collection material with the public. In many cases, the regulation in fact indirectly support any CMH effort towards public access. CMH, as both a federal government entity and an educationally focused museum system has a clear responsibility to navigate these regulations to make their collection information accessible to the funders, the American People.

### **Survey of current practitioners**

The initial survey (full copy of survey can be found in appendix A) was conducted anonymously using the online survey tool - Survey Monkey. Although the number of survey responses was limited, they do highlight areas where the staff within the AME see commonality and challenge in moving towards a goal of online collection access.

The survey resulted in seven overall responses (appendix B). Four respondents represented Army trainings support museums (generally associated with a specific military branch or other military educational organization). Three respondents represented museums focused on specific unit or organizational lineages. All respondents answered all of the survey questions. In analyzing the responses, single respondents could be provide multiple response to questions, since the questions were not binary in nature.

Commonality was found in responses to three questions from the survey. The respondents all confirmed that the state of online collection in the Army Museum enter-

prise is limited (Question #1). One respondent did share that their museum was independently exploring options to develop an online collection internally, while another shared their museum conducts limited sharing with an internal Army resource library. All the respondents agreed that there is an organizational benefit to providing online collection information to the public (Question #3). Although two respondents characterized it as a small benefit, it is clear that Army museum respondents have been following the industry trend in seeing the need for online engagement opportunities. I think this is best evidenced in a recent study by Dr. Lynda Kelly's and published as "The (Post) Digital Visitor: What Has (Almost) Twenty Years Of Museum Audience Research Revealed?" (Kelly, 16 February, 2016). Museums are increasingly seen as information facilitators and less as experts. The area of commonality was also demonstrated in the universal use of Facebook as the primary online audience engagement system (Question #2). Although not specifically queried, the indications with both Question #2 and #3 responses and a review of the numerous Facebook pages shows that Facebook is used in more of a marketing and operational role with limited collections focus. When considered together, the survey responses and the Facebook activity support the view that the Army Museum workforce appreciates the need for online public engagement.

What is less clear is where the workforce sees the impediments to creating an online collection system. The issues identified in Question #4 provide some insight, with most respondents listing several challenges. In analyzing the responses, I identified ten different named challenge categories which resulted in an average of three per respondent with a total of twenty-one identified responses. The ten categories were - Staff (4), Cost (2), Time (3), Network (2), Regulatory (1), Training (1), Hardware (1),

Software (1), Object Record Status (3), and Digitization (2). I characterize 7 of these responses as pertaining directly to larger Information System issues - Network (2), Regulatory (1), Hardware (1), Software (2), and Digitization (1 - only including 1 of 2 for digitization since this task would impact both IT and internal museum staff). I characterize Training (1) and Object Record Status (3) as clearly CMH internal challenges. The general categories of Staff (4), Cost (2) and Time (3) although a significant portion of the responses are too general to characterize as Information System or CMH internal. Although by no means definitive, it does indicate this is another avenue of research that has potential to be further studied.

In a unique contrast to the concern about Information System impediments, only one respondent to Question #8 saw hacking as a concern in implementing online collections. Clearly, the workforce does not share the concern and understanding of the system security threats and the potential impacts aren't viewed internal to the field as a major concern. Three respondents saw no concerns, while two mentioned common museum object data controls - Donor information and object value as needing a level of protection.

The workforce concern about the state of the internal collection records was further supported with responses to Question #7. Four respondents felt that adapting (extent and feasibility of modification was not considered within the scope of the question or responses) the existing Army Historical Collection Accountability System (AHCAS) could provide a means for public collection access. Three respondents felt a new system would better serve public access capabilities. Although not explored in the survey, the divide may also reflect the fact that AHCAS is an internally developed system that

was built from an Army Material Inventory System versus a more conventional museum collection management system. AHCAS appears to lack significantly in areas of traditional museum collection management systems, such as capturing context, historical display information that would be important to public access. Most significantly the system is not designed for controlled public access like commercial systems such as Past-Perfect or The Museum System. The survey results share a similar trend when deciding where this database should reside.

Question #5 represents an on-going challenge within the AME. Historically the U.S. Army museums developed somewhat organically with little centralized control outside of formal establishment orders and inspections under the AR 870-20. However, increased budget pressures, leader interest, and the move for a National Museum of the U.S. Army has caused a significant culture shift, with CMH serving a more centralized management role. Under the new view, CMH is establishing itself in the role of a shared central museum administration, while the geographically dispersed museums are being viewed as *“exhibits within the larger system”* (Bowery, 2016). With this background the responses are interesting. One respondent wanted the collection to be developed and stored locally, three respondents saw CMH as the location based on factors such as resource efficiency and overall system visibility. Two respondent had a hybrid view that CMH should serve as a data hub, but the information should be presented through locality to connect with the unique mission of each museum/exhibit. Finally, one respondent disagreed with other respondents, feeling any effort would be a waste of time and resources at any level. Separately, CMH has informally announced they are beginning to develop a holistic web structure that will allow them to host public website



for all the CMH museum, with each museum having some ability to personalize the presentation and associated data.

The workforce is also split in the view of whether sharing the U.S. Army collection data would be beneficial. Characterizing the response as Unknown (1), Negative (2), Both (1), or Positive (3), it is clear this is an area where the benefit would need to be demonstrated to the workforce to better gain their support. In a related example, during the recent CMH museum director's course held in Fort Belvoir, Virginia a question was raised to the CMH senior staff asking if the emphasis on digital accessibility may limit future visitation since "people will just see it online". There is now ample evidence that museums consider that online access to collections enhances public interest in physical visits to museums, as informally demonstrated by this New Yorker Editorial - "[Alone in Virtual Museum](#)" (Schwartz, 15 September 2014) or more formally studied as far back as 2005 in "[Actual/Virtual Visits: What Are The Links?](#)" (Thomas, W. and S. Carey, 31 March 2005), but this view has not been effectively communicated to the AME. A clear case has been made and continues to be evidenced as major cultural heritage organizations, such as the Smithsonian, the North Carolina Digital Heritage Center and Portal to Texas History are all examples already participating in sharing digital collection information aggregation efforts through organizations like the Digital Public Library of America (DPLA) (DPLA, n.d.).

The survey, by no means a definitive review, does indicate that online collections is something the field is both aware of and opinionated about. Any effort by the U.S. Army to develop this system would be advised to conduct a more focused review and staff internal information and education program prior to implementing any online collec-

tion system. The workforce sees the value, but would need to be convinced that both the system and resources are in place to make it successful instead of an additional burden on the staff.

## **Recommendations for the future**

How can the Army, specifically CMH, which has both the regulatory mandate and the long-term need to maintain relevancy, develop a system to share the Army Historical Collection online? In the following section, I will identify potential steps the Army can take to set the conditions for sharing, and potential partners the Army could approach as they seek to move into the digital future. None of the below recommendations should be seen as the solution to this complex challenge, but instead are starting ideas that could be explored and developed by a broad team of experts with the clear intent of increasing online accessibility of the Army Historical Collection to the broadest possible audience.

The largest role in moving forward clearly lies internal to CMH. First and foremost, the organization must make a strategic decision to enable future digital access. Only with strong leadership support and direction would any effort succeed. Once that decision is made, the specific measures they should take to move forward should include the following:

- **Philosophical** -
  - Begin to view the U.S. Army historical collection information as a commodity to be presented for public value.

- Update both AR 870-5 and AR 870-20 to clearly include the mission to share the collection information both physically and digitally with both the Army audience, but also the broader public audience.
- Establish an Army Historical Enterprise Information Strategy to enable the development of supporting policies, processes and systems.
- Continue the on-going shift from an object centered historical enterprise to an object enabled historical enterprise. Seek end-user feedback to ensure the historical enterprise feeds the operational mission of the U.S. Army in a meaningful and impactful way.
- Establish a non Federal government advisory body to determine ways to increase public awareness, engagement and use of the Army historical collection. The advisory body should include educators from different age demographics, artists, and business people to provide both a non-historical and civilian centric views.
- **Policy -**
  - Identify and publish the information parameters within the collection that are to be shared with the public. CMH should preemptively address and capture the operating standards for concerns such as Privacy, FOIA, and Public Affairs clearance to enable the large scale processing of data within predefined limits. At a minimum, CMH should get Secretary of the Army concurrence that collection information dating from prior to 1961 (with a rolling 55 year date) receive a blanket approval for public release. Additionally, CMH should seek approval for a blanket approval to the Privacy Act for collections information to reduce the time period

restriction from 55 to 25 years, which would leave only deliberate decisions for potential classification issues.

- Develop and implement an internal evaluation process to gather metrics to support the overall information strategy, but also specific system impacts to create case for additional resource support and demonstrate impact.
- **Staffing -**
  - CMH should create a non-permanent multi-disciplined team to lead the effort in enabling online sharing of U.S. Army historical information. The team should include members from across the Army staff to address issues such as Public Affairs (OCPA), Information Technology (G6), Network Infrastructure (NETCOM), Information Management (RMDA), and Training and Doctrine Command (TRADOC).
  - The team should have access to and actively facilitate partnerships with other Federal government agencies that conduct similar mission, to include the National Archives and Records Administration, the National Parks Service, and the Smithsonian Institute.
  - Develop a technical team to create the Information Technology system and architecture to enable the vision established by the multidiscipline team above. The team should include digital archivists, web-masters, and system administrators to enable technical system creation and implementation.
- **Technical -**
  - Establish system-wide data standards (file size, file type, metadata, etc) to support future system development over time in conjunction with RMDA require-

ments for future archiving. These standards should also address work down by the Library of Congress in their work on the Federal Agencies Digitization Guidelines Initiative (FADGI - <http://www.digitizationguidelines.gov>).

- Study and seek options to import existing commercial solutions into the Army Network to enable ease of system sustainment, maintenance and leverage industry best practices. As a model, the Army is already doing this with the existing overall logistics management system: Global Combat Support System - Army (Northrup-Grumman, 2016).
- Establish information storage and presentation solution that balances CMH internal and external needs to avoid duplication of effort and broadest accessibility/use.
- Provide technology and training to AME workforce to enable data creation within established standards.
- Establish public facing website, data set and/or sharing agreement with existing providers to enable public access to the Army future museum collections database.
- Include capability for public input to include folksonomy, context capture, etc based on external museums lessons, industry trends and public expectations.
- Study and recommend future nonproprietary inventory system to replace AH-CAS, which would better enable CMH enterprise and bring it inline with museum professional standards. Although challenging, a Commercial Off The Shelf (COTS) product is preferred under the guidance found in AR 25-1, Section 5-2.f.(3)(f).

The Army should acknowledge this an area in which organizationally they have large resources and limit capabilities when compared to many museums. The AME will however, always be at best a minor supporting player in the role of U.S. Army. With these foundational beliefs, the AME should work to develop innovative and constructive public/public or public/private partnerships. The below are some potential entities the AME should consider partnership with:

- **Public/Public Partnerships -**

- National Archives and Records Administration (NARA). NARA is the formal repository of all Federal branch official records already. They also balance the formal archival mission with a public service mission found in their support to research and public museums. Their existing experience with historical military records and Presidential Libraries provide them with a great experience in dealing with large scale public access to diverse historical information. Organizationally they are deeply involved in all legal issues, such as Privacy Act, FOIA, and classification, providing knowledge that will always exceed that found in the U.S.Army. Finally, they continue to lead the federal government in challenges such as archiving digital data, public access to government information, and public/private partnerships. Organizationally, they would unlikely be able to resource (personnel and money) this effort internally, but innovative sharing of technical solutions with a pre-negotiate fee and dedicated support personnel may serve both the U.S. Army and NARAs interest best.

- National Park Service (NPS). Historically, the National Park Services has grown from Army efforts. The first “Park Rangers” were U.S. Army soldiers sent to protect the natural resources from encroachment in the large Western Parks. The trend continued when the War Department transferred responsibility of the National Battlefield Parks to NPS in the 1930s and 1940s. In the years since, the NPS has developed many of the procedures and policies that the U.S. Army struggles regarding historical collections management. What the NPS has developed is limited by the massive dearth of organic resources (personnel and money). Again, the Army could partner with NPS to gain expertise in a for cost basis, leveraging NPS expertise and knowledge with U.S.Army technical and financial resources to create a Federal government wide collection system to enable inter-museum sharing, mutual conservation support, and consolidated public access to the historical wealth found in both organizations.
- Smithsonian Institute (SI) - SI is a leader in public sharing of digital collections. The effort SI has put into their digital infrastructure and digitizing their collection (9.9 million digital records) should be the default example CMH studies for lessons moving forward (Smithsonian Institute, n.d.). The “Smithsonian Digitization Strategic Plan: Creating a Digital Smithsonian” provides an excellent template for CMH to follow in any future effort (Smithsonian Institute, 2010). The size and complexity of the SI collection (over 156 million artifacts) far exceeds the CMH collection (Smithsonian Institute, n.d.). Of course, SI also shares some commonality in collection with a significant Military History collection that they exhibit in the National Museum of American History. At a minimum the Army

could leverage this example, but could even partner to fund and create a shared online collections system based on the current Smithsonian model. Instead of creating a new internal system, the Army could explore the option to place the Army collection as a separate collection (digitally) into the Smithsonian online collection system. As with the NPS, this would serve to consolidate historical information for the public use, taking the AME collection to a place the public is already visiting. The Smithsonian is also a leader in sharing its metadata with others cultural resource information aggregators, such as the Digital Public Library of America (DPLA) which is highlighted below.

- **Public/Private Partnerships -**

- Various “National” Military Museums such as the National World War One Museum and Memorial in Kansas City, MO or the National World War Two Museum in New Orleans, LA. Both these museums share significant overlap with the CMH mission and collection, but more importantly they are private entities with a public focus. Their efforts in engaging the public on a military topic holds a wealth of data that CMH could leverage in understanding and meeting the public interest in the CMH collection. Both these museum also share their collection information with the public already providing yet another example demonstrating that the public interest and value in developing a U.S.Army public access database could have.
- Digital Public Library of America (DPLA). As highlighted in the paper, DPLA is leading the aggregation of existing digital cultural resources across the U.S. DPLA both support the digitization of objects and records internal to organiza-



tions, but more significantly it leverages the created data to enable the creation of a broad and diverse collection for public access. CMH could leverage the demonstrated expertise within DPLA to both train the internal workforce and establish digitization architecture to enable the creation of the base data. As part of this process, the Army could ensure, that like the Smithsonian and so many others, the metadata is aggregated into the DPLA collection for public access.

## **Summary**

Overall, the study indicates that Department of the Army Information Technology does have an impact on the Center for Military History's ability to share U.S. Army history online. The research does indicate that information technology is not the sole problem instead that information technology operating in combination with dated and unclear regulatory guidance, CMH legacy system challenges and lack of a strategic digital vision are combining to limit the Army's ability to share collection information online. Locally, the AME is trying to meet this expectation with Facebook and other efforts, but the scope and size of the collection necessitate a consolidated approach. The U.S. Army has a great opportunity to establish an online presence to coincide with the opening of the National Museum of the U.S. Army. There are other government agencies that share their collection information to provide good examples of how online access can be increased. Legal hurdles are being overcome by new policies on use and access to government information to address the new information environment. In the end, the Army serves to defend the U.S. public and to do so must maintain their trust. Similarly, museums as public educational institutions exist to fulfill a public trust. The new AME combines these two efforts and therefore it is incumbent that they begin developing a

system to share their collection information with the people they represent - the soldiers, civilians, and citizens of the United States.

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## **Appendix A - Survey Questions.**

**Background** - The below survey was created and published via online survey tool, Survey Monkey. The link was provided to the Chief of Field Museums Branch within the Center of Military History for distribution to the field and made available for an approximately month long period. There were seven respondents from across the Army Museum Enterprise.

### **Survey**

Dear Colleague,

I am writing to ask you to complete a brief questionnaire about the impact of official Department of Army (DA) Information Technology policy on the ability of Center for Military History or other official historical entities (specifically, libraries and archives) to share U.S. Army history with online audiences. The questionnaire is part of a research study in the Digital Curation program at Johns Hopkins University.

The survey has no relationship to any existing or potential plans or efforts by the Department of the Army, the Center for Military History or any other official organization. All results of the survey will be consolidated to provide quantifiable results with no direct reference to any specific person or organization. The provision of contact information is requested only to support follow-up questions and, if needed, to request the release of specific select information. This survey will be supported by a separate set of unstructured interviews with a variety of CMH and other professionals to identify other factors pertaining to the research project.

Thank you for providing your professional insight and time to this effort.

**Please respond by 23 October 2016. (later extended to 04 November 2016).**

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### **Survey Questions**

For purposes of this survey online collection information is defined as publicly accessible online digital photographs and basic object information searchable at the object level.

1. Does your organization currently or has it in the past provided any searchable online object level access to your collection? If so, please identify what type of online access your organization provides or has provided to your collection (e.g. virtual tour, gallery photos, etc).

2. Where, how and for what purpose does your museum currently engage with the on-line public? (i.e. Facebook events posts, Tumblr photos, etc).
3. What benefits do you believe that providing online collection information to the public provides or would provide to your organization?
4. What challenges, including policy, institutional or organizational challenges, do you see in providing public online collection information from a U.S. Army Museum?
5. If you favor more public access, Would you prefer to see a consolidated Army-wide online public access collection database or would you prefer to host a local online collection unique to your collections holdings? Why?
6. What specific collection information would you like to share with the public about your collections items? Is there any collection information you would not want to share? (please describe)
7. How would you modify/adapt the existing object information within the Army Historical Collection Accountability System (AHCAS) to provide information of interest to the public?
8. Do you have any specific security concerns from a network or information perspective in sharing Army Museum Collection Information online? If so, please describe.
9. What would be the advantage and/or disadvantages in sharing the Army's collection information with online cultural heritage aggregators such as the Digital Public Library of America ([DPLA](#)) or other regional offerings?
10. Please provide your organizational contact information:  
Respondent Name, Institution, and if you are willing to be contacted for follow up questions please include your email address.

## **Appendix B - Survey Analysis**

### **Background**

The survey was initially posted on 24 September 2016 and was originally scheduled to close on 23 October 2016. It was only released by CMH on 19 October 2016, so the closure date was extended to 04 November 2016. The survey could be found via the following link - <https://www.surveymonkey.com/r/Z398ZD2>.

The survey resulted in seven overall responses. Four respondents represented Army trainings support museums (generally associated with specific military branches or other military educational organizations). Three respondents represented museums focused on specific unit or organizational lineages. All seven respondents answered all ten of the survey questions. In analyzing the responses, single respondents could be classified in multiple response categories to the question since many of the various questions, since the questions were not binary in nature.

### **Survey Questions/Result Analysis**

1. Does your organization currently or has it in the past provided any searchable online object level access to your collection? If so, please identify what type of online access your organization provides or has provided to your collection (e.g. virtual tour, gallery photos, etc).

Analysis:

Yes	Partial	No	Quotes/Notes
	2	5	1 - info shared via library 1 - looking to develop online collection internally

2. Where, how and for what purpose does your museum currently engage with the on-line public? (i.e. Facebook events posts, Tumblr photos, etc).

Analysis:

Medium	# of Ref	Quotes/Notes
None	1	
Official DoD	2	
Facebook	7	Strategic Comm Plan in development Hiring Info System/Digital Curation Less collection/more Operational
Twitter	1	
Instagram	1	U.S. Army Women's Museum



3. What benefits do you believe that providing online collection information to the public provides or would provide to your organization?

Analysis:

Response	# of Ref	Quotes/Notes
None		
Small benefit	2	
Large benefit	5	"I feel the most important way would be in supporting our storyline to public who do not visit our Museum and possibly by encouraging independent authors to support our storyline through other venues, by having access to our archival/artifact collections."

4. What challenges, including policy, institutional or organizational challenges, do you see in providing public online collection information from a U.S. Army Museum?

Analysis:

Response	# of Ref	Quotes/Notes
None		
Staff	4	
Cost	2	
Time	3	
Network	2	NEC coordination
Regulatory	1	FAR
Training	1	
Hardware	1	
Software	2	
Records status	3	
Digitization	2	

5. If you favor more public access, Would you prefer to see a consolidated Army-wide online public access collection database or would you prefer to host a local online collection unique to your collections holdings? Why?

Analysis:

Location	# of Ref	Quotes/Notes
Local	1	
CMH	3	
Other	2	"I would prefer individual museum access, with CMH acting as an aggregator to combine the collections so people can search individually for greater exposure of Museum collections."
None	1	"Based on the content of our collection, I personally think it is a waste of time to put time and money into something like this at any level. An artifact of the month would be more than adequate."

6. What specific collection information would you like to share with the public about your collections items? Is there any collection information you would not want to share? (please describe)

Analysis:

Share	Not Share
Object Description	Donor Info
Object Context (Use/Operations)	Appraisal Value
Related Objects	Specific object location
Archival Linkage	Condition Report
Linkage to Museum Msn	Classified Information
Provenance	Administrative Data
Photos	

\* One response was unclear so remained uncategorized.

7. How would you modify/adapt the existing object information within the Army Historical Collection Accountability System (AHCAS) to provide information of interest to the public?

Analysis:

View	# of Ref	Quotes/Notes
As Is		
Modify	4	
New System	3	

8. Do you have any specific security concerns from a network or information perspective in sharing Army Museum Collection Information online? If so, please describe.

Analysis:

Response	# of Ref	Quotes/Notes
None	3	one reference to non-DoD military museum example - <a href="#">1st Division Museum at Cantigny</a>
Donor/PII	2	
Hacking	1	
Object value	1	

9. What would be the advantage and/or disadvantages in sharing the Army's collection information with online cultural heritage aggregators such as the Digital Public Library of America ([DPLA](#)) or other regional offerings?

Analysis:

Response	# of Ref	Quotes/Notes
Unknown	1	
Negative	2	
Both	1	
Positive	3	

10. Please provide your organizational contact information:

Respondent Name, Institution, and if you are willing to be contacted for follow up questions please include your email address.

Analysis:

Response	# of Ref	Quotes/Notes
Training Apt	4	
Unit	3	
Other		